

CONFIDENTIAL

ATTACHMENT: Detailed Coverage, Management Course A

1. 11-12 January: Organizing. (8 hours). Function and organization; the bases for specialization; building blocks of formal organization; line, staff, support; the bases for organization in CIA. Informal organization; where it occurs; in what forms; consequences for management.
2. 13-14 January: Planning. (6 hours). Administrative planning in the Agency; basic requirements and characteristics of plans within Agency policy. Changes in scope, process and purpose of plans from one organizational level to another. The media of planning: budgets, staff meetings, conferences, job analysis, work-ahead schedules, long-range targets.
3. 14-15 January: Directing. (6 hours). Leadership, authority and supervision. Nature of authority in large-scale organizations; clarity and effectiveness of delegations; reserved authority. Authority as acceptance and cooperation; leadership concepts, need for leadership, consequences of adequate leadership.
4. 18-19 January: Coordinating. (8 hours). Administration as a coordinating process; communication, within and between units; the special problems of coordination and communication within CIA. Formal and informal means of communication: e.g., chain of command, grapevine, other forms of communication. Participation; the multiple management idea; identification and enthusiasm; their organizational consequences.
5. 20-21 January: Controlling. (8 hours). The formal means for management control and follow-up. Measuring results in terms of quantities of output; in terms of policy goals; in terms of job satisfactions. Common difficulties in maintaining control. Detailed requirements vs. end objectives. Under-control; over-control. The special problem of middle management in CIA. Signs of trouble, e.g., indirect responses, evidence of group attitudes.
6. 22 January: Summary session. (4 hours). Recapitulation: the scope of the management of outstanding management problems of CIA as seen by the group; the development of management skills within CIA.